

AGENDA

POLICY DEVELOPMENT AND REVIEW COMMITTEE MEETING

Date: Wednesday, 19 November 2014
Time: 7.00 pm
Venue: Council Chamber - Swale House

Membership:

Councillors Monique Bonney, Andy Booth (Vice-Chairman), Lloyd Bowen (Chairman), Derek Conway, John Coulter, Peter Marchington, Gareth Randall and Ben Stokes.

Quorum = 3

Pages

1. Apologies for Absence and Confirmation of Substitutes

2. Minutes

To approve the Minutes of the Meeting held on 15 October 2014 (Minute Nos. 287 - 291) as a correct record.

3. Declarations of Interest

Councillors should not act or take decisions in order to gain financial or other material benefits for themselves or their spouse, civil partner or person with whom they are living with as a spouse or civil partner. They must declare and resolve any interests and relationships.

The Chairman will ask Members if they have any interests to declare in respect of items on this agenda, under the following headings:

(a) Disclosable Pecuniary Interests (DPI) under the Localism Act 2011. The nature as well as the existence of any such interest must be declared. After declaring a DPI, the Member must leave the meeting and not take part in the discussion or vote. This applies even if there is provision for public speaking.

(b) Disclosable Non Pecuniary (DNPI) under the Code of Conduct adopted by the Council in May 2012. The nature as well as the existence of any such interest must be declared. After declaring a DNPI interest, the Member may stay, speak and vote on the matter.

Advice to Members: If any Councillor has any doubt about the existence or nature of any DPI or DNPI which he/she may have in any

item on this agenda, he/she should seek advice from the Director of Corporate Services as Monitoring Officer, the Head of Legal or from other Solicitors in Legal Services as early as possible, and in advance of the Meeting.

Part One - Substantive Item

4. Local First Policy 1 - 26

The Committee is asked to consider the Local First Policy (attached).

The Business and Skills Officer, Economic Development Officer and Cabinet Member for Localism, Culture, Heritage and Sport have been invited to attend for this item.

5. Sports Development Framework 27 - 36

The Committee is asked to consider the Sports Development Framework (attached).

The Community Services Officer and Cabinet Member for Localism, Culture, Heritage and Sport have been invited to attend for this item.

Part Two - Business Item

6. Committee Work Programme 37 - 38

The Committee is asked to review and discuss the Committee's Work Programme (attached) for the remainder of the year.

Issued on Monday, 10 November 2014

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Director of Corporate Services Swale Borough Council,
Swale House, East Street, Sittingbourne, Kent, ME10 3HT

Policy and Development Committee		Agenda Item: 4
Meeting Date	19 th November 2014	
Report Title	Local First Policy	
Cabinet Member	Cabinet Member for Localism, Sport, Heritage & Culture	
SMT Lead	Pete Raine	
Head of Service	Emma Wiggins	
Lead Officer	Lorna Wyrill	
Key Decision	Yes	
Classification	Open	
Forward Plan	Reference number:	
Recommendations	The Committee is asked to consider the report and recommend any changes to the Policy that it wishes the Cabinet Member to consider	

1. Purpose of Report and Executive Summary

- 1.1 This report sets out details of progress made to date to implement the council's Local First Policy Action Plan.

2. Background

- 2.1 Swale Borough Council has implemented the Policy to build our concept of 'Local First'. It aims to maximise the proportion of Council spend that is retained locally and deliver social value in the Swale BC area. Our commitment started with our local prospectus of services, launched in 2012, which set out the services which other organisations might be interested in taking on responsibility for - providing local services to residents on behalf of the council.
- 2.2 The Policy goes further, and has been developed to support local businesses, Town and Parish Councils (TPCs), and the Voluntary and Community (VCS) sector in bidding for contracts and in growing the number of sustainable jobs and training opportunities offered to local people through the contracts awarded by the council.
- 2.3 Progress to date is shown in Table One.

Progress to date and options for improvement

A full outline of everything that has been delivered so far is highlighted in the Local First Action Plan. Below is each of the strategies priorities, the achievements so far, plans for the future, aligning performance indicators and any recommendations put forward for the Committee to consider.

Table 1

1. Communication of this policy to staff and wider stakeholders	
Achievements	<ul style="list-style-type: none"> • Policy communicated via intranet and staff briefings • Local First posters distributed Nov 2014 as reminder.
Future plans	<ul style="list-style-type: none"> • Continued promotion via staff intranet
Performance indicators	<ul style="list-style-type: none"> • Procurement Performance Indicators for 2014/2015 showing proportion of spend retained in borough will be analysed in April 2015 against previous year figures to be assessed for an increase in local spend
Recommendations	The action remains a priority so recommend no change
2. The social value contributions Table 1 to be included in invitation to tender documents issued by the council	
Achievements	<ul style="list-style-type: none"> • Procurement documents have Table One included
Future plans	<ul style="list-style-type: none"> • Ensure tenderers aware that we are looking for social value for Swale not necessarily for their local area (if they are not a Swale-based provider)
Performance indicators	<ul style="list-style-type: none"> • Deliver 'Future Plans' by November 2015
Recommendations	The action remains a priority so recommend no change
3. Social value contributions scored as part of tender assessment	
Achievements	<ul style="list-style-type: none"> • This is now part of the assessment criteria of tenders, with 20% of the qualitative assessment explicitly for social value.
Future Plans	<ul style="list-style-type: none"> • Monitor procurement to ensure application of social value in assessment scoring; impact at current level of value within overall tender assessment and review social value achieved but continue to

	monitor procurements are including 20% social value in tenders.
Performance indicators	<ul style="list-style-type: none"> 100% of procurements applying 20% social value scores within qualitative assessment.
Recommendations	This action has been achieved
4. Guiding principles of our expectations of a business plan which will be proportionate to the level of council investment	
Achievements	<ul style="list-style-type: none"> Business plan guidance for staff is available http://archive.swale.gov.uk/assets/Strategies-Plans-and-Policies-2014/Business-Plan-Guidance.pdf
Future Plans	<ul style="list-style-type: none"> Organisations to be signposted to 'Swale Means Business' website which can provide additional support
Performance indicators	<ul style="list-style-type: none"> Signposting will be delivered from 25th November 2014, the date of website launch and we will continue to signpost through content marketing, as appropriate
Recommendations	<ul style="list-style-type: none"> This action has been achieved
5. Scoring matrix to ensure a consistent and transparent assessment of business plans	
Achievements	<ul style="list-style-type: none"> This is part of the above guidance
Future plans	
Performance indicators	
Recommendations	The action has been achieved
6. Run training and briefing sessions in conjunction with Swale CVS and Kent Invicta for SMEs, T&PCs and VCS organisations interested in future tendering opportunities	
Achievements	<ul style="list-style-type: none"> Sessions have been offered to SMEs, T&PCs and VCS for general business planning
Future plans	<ul style="list-style-type: none"> Delivering specific SBC tendering workshop Jan 2015 Reviewing business support service for re-tendering in 2015, to align with proposed Kent Growth Hub. Business planning to remain a core feature of service
Performance indicators	<ul style="list-style-type: none"> Total number of individuals organisations provided with general business planning support by Kent Invicta for 12 month period is 254. This equates to 85% of annual target achieved.
Recommendations	The action remains a priority so recommend no change.
7. Provide officer support to organisations submitting business plans	

Achievements	<ul style="list-style-type: none"> SBC officers continue to provide support to organisations that seek advice. This has included Minster PC, Queenborough Harbour Trust, Quinton Hall Capacity building toolkit includes business planning information for officers to share
Future Plans	<ul style="list-style-type: none"> Continued promotional campaign for business support using out-of-home media and social media. Provide bespoke information pages on procurement section of SBC website for Localism Act, to include information on social value, support and capacity building toolkit. This will signpost organisations to help available. Ensure Council Procurement pages clearly highlight support offered See Croydon's 'How to tender for council services and supplies' - www.croydon.gov.uk/business/tenders/htcss
Performance indicators	<ul style="list-style-type: none"> PI's = 5 new organisations to be supported. Suggest on procurement pages that orgs follow a direct link to contact us/access help so we can ensure those organisations seeking help to bid are on our radar for evaluating PI's.
Recommendations	<ul style="list-style-type: none"> The action remains a priority so recommend no change
8. Develop bespoke support to those groups we are working with to deliver/ run services	
Achievements	<ul style="list-style-type: none"> SBC officers continue to provide support to organisations that seek advice.
Future Plans	<ul style="list-style-type: none"> Capacity building toolkit being pulled together, which will provide help and advice for officers to share
Performance indicators	<ul style="list-style-type: none"> Toolkit to be delivered/completed by Jan 2015
Recommendations	<ul style="list-style-type: none"> The action remains a priority so recommend no change
9. Deliver a programme of capacity-building advice/support based on need e.g. articulating social value, forming consortiums, business planning, governance, trustee recruitment	
Achievements	<ul style="list-style-type: none"> Community Services Officer organised a Funding Fair July 2014. There were 76 delegates in attendance from the voluntary and community sector, 19 grant finder searches were conducted and 14 new members added to the Swale Community Empowerment Network (SCEN)

Future plans	<ul style="list-style-type: none"> Swale Trustee Network event taking place in November – workshops planned in order to upskill existing trustees and information for prospective trustees. This is linked to capacity building and developing to enable contract supply by local VCS and TPC's
Performance indicators	<ul style="list-style-type: none"> Capacity building programme implemented by Nov 2015
Recommendations	<ul style="list-style-type: none"> The action remains a priority so recommend no change
10. Deliver business support through a contract with Kent Invicta	
Achievements	<ul style="list-style-type: none"> Business support contract being delivered
Future plans	<ul style="list-style-type: none"> Continual Monitoring of programme to ensure suitability to target audiences. Continue with increased promotion of the service which has in the past 6 months resulted in a clear increase in uptake of the support offered. Reviewing business support service for re-tendering in 2015, to align with proposed Kent Growth Hub. Business planning to remain a core feature of service Continue with increased promotional activity. Re-tender service
Performance indicators	<ul style="list-style-type: none"> Continued analysis of delivery to ensure targets are met. In the last 12 month period, a total of 254 appointments for Swale-based businesses (pre-start and existing) have been delivered by Kent Invicta Chamber. These are a combination of the 'Starting in Business' full-day workshop attendance and individual one-to-one sessions. The target for a 12 month period was 296, concluding that an 85% target fulfilment was met.
Recommendations	<ul style="list-style-type: none"> The action remains a priority so recommend no change
11. Data collection to build a baseline of social value contributions included in existing council contracts	
Achievements	<ul style="list-style-type: none"> Data has been collected on a total of 30 contracts awarded. Although none of these demonstrated delivery of new jobs and/or training/apprenticeship opportunities, the council spend can be apportioned against maintaining existing employment in borough for each of those contracts. This would be calculated using the following formula: <i>(total of SBC spend ÷ annual turnover) x number of full-time staff</i> Applying this formula to procurement reporting or the full year 2013/2014 we were able to deduce that 166 jobs are supported by SBC spend in the borough. This will be used as an annual baseline going forward and we will assess 2014/2015 procurement activity against this, where we expect to see this

	<p>increased.</p> <ul style="list-style-type: none"> • Staff awareness of social value in procurement may help to secure these aims • The proportion of the council's overall spend which is currently retained locally varies according to the methodology used to perform the calculation, ranging from 19% to 50%. Work is currently ongoing to agree a definitive methodology to ensure rigorous data quality and robust comparability in future, which should be complete by the new calendar year.
Future Plans	<ul style="list-style-type: none"> • Further, more detailed reporting on proportion of procurement sourced at the local level
Performance indicators	<ul style="list-style-type: none"> • Procurement PI reports will continue to be utilised to analyse the proportion of local spend annually
Recommendations	<ul style="list-style-type: none"> • The action remains a priority so recommend no change
12. Include local labour clauses in appropriate Section 106 agreements monitor compliance of these clauses	
Achievements	<ul style="list-style-type: none"> • Discussions are underway with the Spirit of Sittingbourne consortium regarding local labour provision, subject to planning consents. • Subject to planning permission, Airvolution Energy Ltd's wind turbine project on Sheppey will make a £23k p/a provision for funding offering grant assistance to young people wishing to enter an apprenticeship program who are restricted financially from doing so, to be managed through Swale Borough Council, working with partners
Future Plans	<ul style="list-style-type: none"> • Continue to input into pre-application discussions through development team process and liaison with case officers
Performance indicators	<ul style="list-style-type: none"> • Proportion of local labour used and number of apprenticeships secured in appropriate developments and subsequent occupation will be monitored as development commence and complete. Proportions and numbers vary depending on nature of development and the negotiations attached to individual s106 agreements and Unilateral Undertakings.
Recommendations	<ul style="list-style-type: none"> • The action remains a priority so recommend no change
13. Work with local employers to encourage corporate social responsibility policies and commitments	
Achievements	<ul style="list-style-type: none"> • Businesses encouraged at networking & procurement events to consider ensuring a robust CSR policy is place • Specific promotions around apprenticeships and work placements to local companies • Local business survey conducted in Autumn 2014 with c300 respondees. Question inserted on

	volunteering to identify companies engaged or prepared to engage,
Future Plans	<ul style="list-style-type: none"> • Follow-up with those companies indicating a preparedness to engage with volunteering • Continue to promote apprenticeships • Work with KCC to promote work placements to employers as part of future curriculum planning with local schools
Performance indicators	<ul style="list-style-type: none"> • No of work placements facilitated • No of companies promoting volunteering to workforce
Recommendations	The action remains a priority so recommend no change
14. Promote volunteering, by our own staff, the staff of other local organisations, and the community more generally	
Achievements	<ul style="list-style-type: none"> • Volunteering Event held March 2014 and another planned March 2015 • Volunteers' Week marketing campaign undertaken • Promote volunteering to staff by providing weekly local volunteering opportunities on staff intranet • Regular volunteering social media messages posted and stories shared • Promote through website etc • Our current volunteering rate is 21%
Future Plans	<ul style="list-style-type: none"> • Follow-up with those companies indicating a preparedness to engage with volunteering through business survey
Performance indicators	
Recommendations	The action remains a priority so recommend no change
15. Participation by staff in the council's community action day	
Achievements	<ul style="list-style-type: none"> • A total of 16 people have taken advantage of their community action day so far.
Future Plans	<ul style="list-style-type: none"> • Continued promotion of volunteering on the staff intranet
Performance indicators	<ul style="list-style-type: none"> • Original target of 5 staff participating has been achieved
Recommendations	<ul style="list-style-type: none"> • This action has been achieved

3. Proposal

- 3.1 The Committee is asked to consider the report and recommend any changes to the Policy that it wishes the Cabinet Member to consider

4. Alternative Options

- 4.1 Not to continue to progress the Local First Policy. This is not recommended as it will mean that the council does not embrace Localism or Open for Business priorities fully in its approach to commissioning and procuring. There will also be no principles by which the council can abide by to ensure it considers local first and supports local businesses, the VCS and TPCs in line with the Social Value Act 2012.

5. Consultation Undertaken or Proposed

- 5.1 The Policy and the social value measures within it went out for eight weeks consultation. It was also discussed at Policy Overview Committee (POC) on 4th September 2013 and on 17th October 2013 where the feedback was considered before the final strategy was agreed by Cabinet 6th November 2013.

6. Implications

Issue	Implications
Corporate Plan	The Policy addresses the priorities of embracing localism and open for business.
Financial, Resource and Property	Staff resources within the ECS team and wider council officers have been made available. The council has already set aside £250k for a local loan fund and £105,750 for local member community grant, both of which are available to local groups to support their aspirations. In addition, a £64,576 Localism Fund and £394,613 Regeneration Fund for 2013/14 are available internally. There may have been some income generation created by the local first approach stimulating local business growth, and business rate retention, but this is not quantifiable at this stage.
Legal and Statutory	The Policy takes account of Best Value duty, EU procurement rules, Public Contract Regulations 2006, and the Social Value Act 2012.
Health and Wellbeing	Promoting a stronger economy and the social value outcome can make a positive contribution to the well-being of residents in the Borough through, for instance supporting employment, generating new learning opportunities and providing access to volunteering.
Crime and	By encouraging a 'Big Society' communities are more cohesive and

Disorder	resilient and this can help to reduce crime and disorder.
Risk Management and Health and Safety	<p>There remains a risk that local businesses, VCS and TPCs still do not win competitive tenders even when this policy is implemented. The aim of this Policy was intended to even out the playing field and give them as fair an opportunity to compete as is permissible within the legislative framework that applies.</p> <p>There is a risk that staff do not adhere to this Policy and not think local first or involve local businesses, VCS and TPCs in the pre-procurement stages. Communicating this Policy as we have, linked to the launch of the Procurement Strategy has hopefully helped to promote it.</p>
Equality and Diversity	<p>By thinking and going local the council is giving a fair opportunity for local businesses, the VCS and TPCs to compete for tenders.</p> <p>A CIA has been undertaken. The conclusion was that there were no adverse impacts to implementing this Policy and positive impact to women and lower socio economic groups.</p>
Sustainability	Actions in the Policy, such as the business support programme, works to ensure support is given to ensure the sustainability of local businesses, the VCS and TPCs who work with the council to take on our services.

7 Appendices

None

8 Background Papers

8.1 Local First Policy

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Local First Policy

2013 -14

The Policy Objectives:

In order that Swale's residents benefit, we will think and go local first in order to:

- Maximise the proportion of our spend that is retained locally;
- Deliver social value in the Swale BC area; and
- Support and enable local businesses, Town and Parish Councils and the Voluntary and Community Sector to bid for contracts and services.

Introduction

Swale Borough Council has developed this Policy to show we are committed to **Local First**. Our commitment started with [our local prospectus of services](#) which was launched in 2012. This set out the services which other organisations might be interested in taking on responsibility for - providing local services to residents on behalf of the council.

This Policy goes further to expand the council's concept of 'Local First'. The Policy has been developed to support local businesses, Town and Parish Councils (TPCs), and the Voluntary and Community (VCS) sector, but also as an **aid for council staff when commissioning and procuring services**. As such, this Policy should be considered in conjunction with the council's [Commissioning Framework](#) and [Procurement Strategy](#).

The council has adopted corporate priorities within [Swale First](#), our corporate plan. It has **localism** at its heart and wants to encourage local organisations that have bright ideas about improving service delivery to work in partnership with us. We want to promote community empowerment and civic responsibility in the borough to help build a 'Big Society' and encourage people to come together to create a stronger and more cohesive Swale. We are **open for business** and champion freedom and enterprise, opening up our services and transforming how we work. We are keen to 'grow our own' and support local businesses, particularly Small and Medium Enterprises (SMEs), to stimulate local employment. We are keen that the conditions for local growth and jobs are created and spend is retained locally. We aim to maximise business rate retention to get a multiplier effect resulting in a more prosperous and sustainable Swale. This Policy will help the council deliver these priorities.

Local First will help make our Vision for the borough a reality - **Swale a better place for its residents**.

Strategic and Legislative Context

The council needs to operate within legal frameworks such as Best Value, EU procurement rules, and the Public Contract Regulations 2006. It must also ensure that value for public money is considered. Procurement regulations mean we need a competitive element to any procurement, to follow due diligence in tender processes, and can only enter into agreements with properly constituted bodies.

However, the provisions of the Localism Act 2011 and Public Service Act 2011 provide us with the opportunity to develop Local First through the new set of community rights and the 'general power of competence'. These provisions allow us to be more innovative and work more creatively to meet local needs.

The Public Services (Social Value) Act 2012 also provides a stimulus for us to emphasise the local and to maximise social value outcomes that support the local well-being of our area when commissioning and procuring. It complements the national Compact, which sets out government's relationship with the VCS in which it is ensured that social value forms a standard part of designing, developing and delivering policies, programmes and services. Locally, we have translated this into the [Kent Partners' Compact 2012](#) which Swale BC has signed up to via [OPEN First – our Charter for Engagement](#).

This means we can set a policy that sets out our aims to support local businesses, TPCs and the VCS, and help to even out the 'playing field' as compared with larger non-local providers, and so give local organisations the best opportunity to be successful through competitive tendering processes.

This is important to us because it means that local businesses, TPCs and the VCS have a fair opportunity to:

- thrive, succeed and prosper;
- be involved in the way forward for improvements and reshaping of services;
- contribute their knowledge to help meet the needs of local residents as often local knows best;
- reach those most in need of support as being rooted in communities at a local level they understand local needs;
- be better placed to compete and win contracts;
- enter the market, form part of a supply chain and form partnerships;
- help us create maximum social benefit for residents;
- help shape and contribute to local social benefits; and

- improve the cost-effectiveness, efficiency and quality of the services residents receive.

Our Social Value Outcomes

Social value contributions will be included - as part of the specification and as part of the assessment criteria - when we commission and procure services throughout 2013/14 to ensure we achieve social benefits locally. These benefits could be provided directly through suppliers, or indirectly through their supply chains. It will be for the suppliers to articulate what their local contribution to Swale will be.

No one size fits all so the contributions used in each case will depend on the service that is being commissioned or procured. We have made suggestions in Table 1, but these are not intended to be prescriptive. There may be others not included that may be more relevant and deserve inclusion. A degree of flexibility is therefore required. The contributions have been developed, through our consultation on this policy, as contributions that are valued and matter most to local people in Swale. The table will be included in the documentation the council issues for future procurement exercises.

Table 1: Social Value Contributions

Economic	Environmental	Social
Number of local jobs created and sustained	Contributing to climate change mitigation and adaptation targets	Increasing volunteering opportunities
Number of apprentice positions	Championing and using environmentally friendly goods and services	Enabling community development and engagement
Number of work placement schemes for school age residents	Reducing carbon footprint and food miles	Encouraging social integration and community cohesion (social capital)
Number of people taken out of 'out of work' benefits	Protecting biodiversity	Enhancing and celebrating local culture and heritage
Number of training	Waste minimisation,	Contributing to health

opportunities	reuse and recycling	improvement programme and addressing health inequalities
Ensuring fair working conditions and payment	Reduced pollution	
Ensuring ethical supply (eg Fair Trade)	Water use minimisation and energy efficiency	
Adopting corporate social responsibility policies and commitments	Contributing to the targets and commitments of Climate Local Swale .	

2013/14 is the first year that the council will be including specific social value contributions as part of its commissioning and procurement. We will use this year to set a baseline, working to support staff to be confident when they carry out the commissioning and procurement process to suggest appropriate contributions to potential tenderers to set targets specific to the service being commissioned/procured which staff can then monitor as part of contract monitoring.

We will evaluate in March 2014 the impact from a qualitative and quantitative point view to determine whether social value is being achieved in Swale.

The Policy Aims:

- Embed 'local' and 'think local first' when commissioning and procuring.
- Ensure a consistent approach to commissioning and procurement across the council.
- Integrate social value into the Commissioning Framework and Procurement Strategy.
- Be clear and explicit on what social value can be achieved for Swale by all organisations.
- Be proportionate in our process of commissioning and procurement on lower value contracts to support our Local First aspiration.
- Ensure that where local businesses, TPCs and VCS can deliver our services we make them aware of opportunities, support them to understand what is required, and remove barriers to the commissioning and procurement process.
- Ensure commissioners involve local businesses, TPCs and the VCS in service design and pre procurement stages.

- Ensure a consistent and objective assessment of tenders and business plans.
- Support and enable local businesses, TPCs and the VCS so they are in a position to submit competitive quotations and tenders.
- Support local businesses, TPCs and the VCS to be able to demonstrate and contribute to social value.

Policy Delivery

In 2012/13 our actions supported and enabled over 187 local Businesses, Town and Parish Councils and VCS organisations to better understand the commissioning and procurement process, governance requirements, business planning and to evidence value. We:

- agreed Open First – our Charter for Engagement;
- supported the Swale Community Empowerment Network;
- delivered ‘Starfish and Spiders’ – two community partner days that focused on improving relationships and understanding between the VCS, TPCs and public sector bodies on the theme of commissioning;
- delivered Going Local – a celebration of Swale’s localism journey so far, culminating in a best practice brochure and a conference;
- ran the Keeping it Real programme, comparing our approach to localism with that of other ambitious councils nationally;
- linked in with national support eg from SIB, DCLG, Locality and NAVCA;
- established a local loan fund scheme;
- acted as guarantor for VCS organisations taking on community assets, eg Drill Hall, West Faversham Community Centre;
- provided grant support to VCS organisations eg Faversham Swimming Pools Management Committee, SATEDA, Swale Council for Voluntary Service (CVS), Citizens Advice Bureau (CAB), Swale Mediation;
- provided ‘Grantfinder’ via Swale CVS to assist organisations to secure funding;
- enabled local organisations to secure external grant funding eg Sport England, High Street Innovation Funding, Big Local;
- ran Pitch Perfect – two 10-week programmes of capacity building to support the VCS and TPCs;
- ran a Trustee recruitment pilot project;
- analysed our external spend to identify who our major suppliers are and opportunities to target that spend more locally;

- delivered a programme of business support via Kent Invicta;
- provided consultancy advice to assist with business planning, eg to Swale Community Leisure Ltd and Faversham Swimming Pools Management Committee;
- provided officer support to constitute Trust/ Friends of Groups eg at Milton Creek Country Park Trust, Sheerness Town Team, KSRC;
- arranged officer support to organisations submitting/ developing business plans eg Court Hall;
- provided specialist service support, eg around finance and HR, to a number of TPCs that requested it;
- supplied staffing resource to support asset transfer projects eg Alex Centre, Queenborough Harbour Trust;
- delivered 'Localism Live' – community action planning pilot at Iwade;
- supported Neighbourhood Planning, specifically for the Faversham Creek pilot, but also more generalised discussions with a number of interested TPCs;
- launched a council community action day scheme;
- developed a council volunteer procedure; and
- created a web portal for [localism](#).

To ensure our policy is implemented, we will build on the activities we have delivered in 2012/13 to tailor and develop our activity for 2013/14. Table 2 sets out the action plan for 2013/14.

Table 2: The Local First Action Plan for 2013/14

Action	Target	Timescale	Responsibility
1. Communication of this policy to staff and wider stakeholders	All staff aware of policy 100% staff involved in procurements adopted the policy Communication Plan delivered	By 30 th November 2013	Head of Economy & Community Services/ Business & Skills Officer
2. The social value contributions Table 1 to be included in invitation to tender documents issued by the council	100% of invitation-to-tender forms issued to include request for social value measures	From 1 st December 2013	Procurement Manager
3. Social value contributions scored as part of tender assessment	A minimum of 20% of the quality score allocated to social value	From 1 st December 2013	Staff procuring services
4. Guiding principles of our expectations of a business plan which will be proportionate to the level of council investment	Principles developed and available in council's website	By 1 st December 2013	Business & Skills Officer

5. Scoring matrix to ensure a consistent and transparent assessment of business plans	Matrix produced and disseminated	By 1 st December 2013	Business & Skills Officer
6. Run training and briefing sessions in conjunction with Swale CVS and Kent Invicta for SMEs, T&PCs and VCS organisations interested in future tendering opportunities	Training sessions held	By 31 st January 2014	Community Services Officer Business & Skills Officer (working in partnership with Swale CVS and Kent Invicta)
7. Provide officer support to organisations submitting business plans	5 new organisations supported	From 1 st December 2013	ECS team (various officers)
8. Develop bespoke support to those groups we are working with to deliver/ run services	5 groups supported	From 1 st December 2013	ECS team (various officers)
9. Deliver a programme of capacity-building advice/support based on need e.g. articulating social value, forming consortiums, business planning, governance, trustee recruitment	1 tailored programme Or support for 5 individual organisations	By 31 st March 2014	Community Services Officer Business & Skills Officer (working in

			partnership with Swale CVS and Kent Invicta)
10. Deliver business support through a contract with Kent Invicta;	80 SME businesses supported	From 1 st November 2013 – 31 st March 2014	Economic Development Officer
11. Data collection to build a baseline of social value contributions included in existing council contracts	Baseline collected for: <ul style="list-style-type: none"> • No. of local jobs created & sustained • No. of apprentices • No. of work-placement schemes for school-age residents • No. of people taken out of 'out of work benefits' • No. of training opportunities 	By 31 st March 2014	Business & Skills Officer, Procurement Manager
12. Include local labour clauses in appropriate Section 106 agreements monitor compliance of these clauses	Appropriate S.106 Agreements to have minimum 20% of labour deemed local to Swale	From 1 st November 2013 then on-going as and when an	Business & Skills Officer

		agreement is negotiated	
13. Work with local employers to encourage corporate social responsibility policies and commitments	2 employers engaged and incorporating CSR	By 31 st March 2014	Business & Skills Officer
14. Promote volunteering, by our own staff, the staff of other local organisations, and the community more generally	1 Volunteering event held 20.3% volunteering rate	By 31 st March 2014	Community Services Officer
15. Participation by staff in the council's community action day	5 staff participating	By 31 st March 2014	Training Officer/ Community Services Officer

Resources available to deliver

We will deliver our Policy with the use of the following council resources:

- officer time including specific Economic and Community Services Officers, but also drawing on 'technical' support, e.g. from Finance, HR, Procurement, Property etc where needed;
- the Local Loan Fund (£250,000 available in 2013/14);
- Member Grants (£105,750).
- the Localism Fund (an internal council resource £64,576 available in 2013/14);
- the Regeneration Fund (an internal council resource £394,613 available for 2013/14); and
- Learning & Skills funding towards the business support contract (£15,000).

In addition, there is a wide range of external resources and websites available which we will signpost people towards, including support, funding, training and advice through the following agencies:

- BIS;
- Businesslink.
- Community Matters, DCLG;
- Kent County Council eg Big Society Loan Scheme;
- Kent's Big Society Web.com;
- Locality;
- NAVCA;
- NCVO;
- Social Investment Business;
- Sport England, Awards for All, Big Lottery, Big Local, High Street Innovation Fund, Sported; and
- Swale CVS.

Glossary

Best Value: introduced in the 1999 Local Government Act and its provisions came into force in April 2000. The aim was to improve local services in terms of both cost and quality. Local authorities must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Big Society: Government concept with the aim to create a climate that empowers local people and communities, building a "big society" that will take power away from politicians and give responsibility to local people.

BIS: Department for Business Innovation & Skills. The Department for economic growth which invests in skills and education to promote trade, boost innovation and help people to start and grow a business.

Businesslink: a government helpline that provides a quick response service about starting or running a business.

Community Action Planning: a community action plan (or Parish Plan) is a document that sets out a vision for the future of the parish and outlines how that can be achieved in an Action Plan. It differs from a neighbourhood plan as it is not designed to deal with land use matters in detail.

Community Asset: land and buildings owned or managed by community organisations. These assets cover a wide spectrum and include town halls, community centres, sports facilities, affordable housing and libraries. Land and buildings are only community assets if they are capable of generating a profit that can be reinvested into activities that benefit the community.

Community Asset transfer: where the Council transfers land or buildings into the ownership or management of a Voluntary and Community Sector (VCS) organisation or statutory body. Those bodies consist of statutory parish and town councils together with properly constituted voluntary groups, charities and trusts.

Community Matters: the National Federation for Community Organisations which champions voluntary and community action at neighbourhood level, as a means of local people taking control of issues in their area and fostering community spirit.

Community Action Day: the Council has agreed to allow all staff a day a year to participate in volunteering activity as part of their team.

Community Partner Days: community engagement events that Swale Borough Council working in partnership with Swale CVS organise to bring VCS organisations together with public sector bodies with the aim of improving relationships, understanding and sharing information.

DCLG: Department for Communities and Local Government. The Department that moves decision-making power from central government to local councils to help put communities in charge of planning, increase accountability and help citizens to see how their money is being spent.

Grantfinder: a grants and policy database which includes details in excess of 7,000 funding opportunities. The service includes access to a flexibly searchable database.

Kent Compact: a partnership agreement between the Voluntary & Community Sector (VCS) and the public sector in Kent. It is a jointly agreed framework for a mutual working relationship with positive benefit to the Kent community.

Localism: a shift in power away from central government and towards local people. The Localism Act 2011 sets out how this will be implemented.

Locality: a nationwide network for community-led organisations with the mission to grow the UK's leading network of multipurpose, community-led organisations, building on the strengths of our most ambitious and effective members so that every community a place of possibility – through social action, community enterprise and community asset ownership.

NAVCA: National Association for Voluntary and Community Action. The national voice of local support and development organisations in England. A charity that champions and strengthens voluntary and community action.

NCVO: National Council for Voluntary Organisations which champions volunteering and civil society and support the voluntary and community sector in England.

Neighbourhood Planning: introduced by the Localism Act 2011, it gives neighbourhoods the ability to develop a neighbourhood plan which can establish general planning policies for the development and use of land in a neighbourhood, like where new homes and offices should be built. The plan can be detailed or general, depending what local people want. Neighbourhood plans allow local people to get the right type of development for their community, but the plans must still meet the needs of the wider area.

Open First: Swale Borough Council's charter for engagement. It describes the Council's approach to be a listening council, committed to improving the way we engage with customers and partners.

SATEDA: Swale action to end domestic abuse. Formerly under the umbrella Swale Domestic Violence Forum, SATEDA offers impartial advice and support to those suffering from physical, sexual, psychological, financial or emotional abuse. A charity with a board of Trustees.

SIB: Social Investment Business Group, made up of the charity, Adventure Capital Fund, and its social enterprise, the Social Investment Business. A social investor which has made over 1,300 investments in civil society organisations ranging from under £5,000 to almost £7 million.

SMEs: small and medium-sized enterprises defined by the number of employees and either turnover or balance sheet total.

Social Action: activities that have a positive change to communities through practical action in the service of others.

Social Capital: the productive benefits derived from social relations and cooperation between individuals and groups.

Social Value: the wider non-financial value of programmes, organisations and interventions which will ensure the social, economic and environmental wellbeing of individuals and communities.

Sported: a free membership organisation which provides support to community and grassroots organisations that deliver 'sport for development' support by providing business resources and financial assistance, so that organisations can improve the lives of disadvantaged young people through sport.

Supply Chain: a system of organisations, people, activities, information, and resources involved in moving a product or service from supplier to customer. Many of the exchanges encountered in the supply chain are between different companies that seek to maximize their revenue within their sphere of interest, but may have little or no knowledge or interest in the remaining players in the supply chain.

Swale Community Empowerment Network (SCEN): a network of VCS groups and organisations based in Swale who are interested in making a difference in their community. It comes together every 3 months at meetings across the borough to share ideas and network.

Time Banking: a means of exchange used to organise people and organisations around a purpose, where time is the principal currency.

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Policy and Development Committee		Agenda Item: 5
Meeting Date	Wednesday 19 th November 2014	
Report Title	Review – Sport & Physical Activity Framework for Swale (SPAFS)	
Cabinet Member	Cllr Whiting, Cabinet Member for Localism, Sport, Culture & Heritage	
SMT Lead	Pete Raine	
Head of Service	Emma Wiggins	
Lead Officer	Russell Fairman	
Key Decision	No	
Classification	Open	
Forward Plan	Reference number:	
Recommendations	The Committee is asked to consider the report and recommend any changes to the Framework and review of the targets in line with Sport England key indicators that it wishes the Cabinet Member to consider.	

1 Purpose of Report and Executive Summary

- 1.1 This report aims to identify the key elements of the work undertaken as a result of the SPAFS and its flexible approach to ensure that Sport & Physical Activity (SPA) is embedded into the localism agenda. During the consultation and development of the SPAFS important messages were delivered and this report looks at whether the ‘Vision’ and ‘Priorities’ are being held at the heart of all work undertaken by the Council and its partners in relation to SPA.
- 1.2 Progress so far is set out in table 1 in this report and the Committee is asked to consider the report and recommend any changes to the Framework that it wishes the Cabinet Member to consider.

2 Background

- 2.1 The SPAFS was developed following a review in 2011 and public consultation in February 2012 with both the SPA Network and the residents of the borough to review and develop the role the Council should be undertaking in relation to SPA and to provide partners in Swale with a Framework from which they can develop their own strategies for action.
- 2.2 The vision of the SPAFS is ‘That the people of Swale are motivated to be more active and healthier so that they can live life to the full, be happy and well, reaching their potential’.

- 2.3 The Council needed to review its provision and make some bold decisions as to whether it should continue with providing a lead on SPA and if so how it will position itself with the need to make budgetary savings whilst continuing to provide a valuable service to the residents of the borough.
- 2.4 This report reviews the successes, challenges and potential developments that have been made possible due to the SPAFS and the work the Council is currently undertaking. The new 'Enabling and Facilitating' role of Sports Development within Swale Borough Council frees the officer from direct delivery of activities to a strategic overseeing the function.
- 2.5 The report reflects on the aspirational targets that were identified in the SPAFS and how the Council and its partners can align and develop their SPA provision to make a positive influence on the national indicators. With Sport England controlling the data collection and presentation of the results the aspirational targets will need to reflect any changes or evolvement of the data provided.

Strategy to Date and Options for Improvement

A outline of the work that has been delivered following the review, consultation and re-structuring of the SPA function of the council is in Table 1 and maps the framework’s priorities against the achievements, future plans and performance indicators; providing recommendations for consideration.

Table 1 – SPAFS progress to date and options for improvement

1. Provide the right activities in the right places to the right people	
Achievements	<ul style="list-style-type: none"> • A new Sports Grants scheme to help voluntary clubs and organisations afford the resources and or training to provide opportunities and increase participation. • Secured £76k from Sport England’s Community Sport Activation Fund (CSAF) to employ a health trainer to provide subsidised and informal activities throughout Swale, providing support and guidance to residents that have either been self-refereed or by a health professional. • Officers are currently working with four group to renew, extend or take up leases to manage facilities
Future plans	<ul style="list-style-type: none"> • Promote the SPA grants to both traditional and non-traditional activity providers. • Capture data to establish the project as an example of good practice. • Linking with the Councils Trustee’s Network to support and encourage the volunteers that run or want to assist in the running of SPA clubs and Organisations providing SPA opportunities.
Performance indicators / Success measures	<ul style="list-style-type: none"> • £20k budget allocated and launched July 2014 – with £2,460 awarded to date and a further six bids expected • The number of participants engaged with the health trainer started in October 2014 (792 target) – the first group has been engaged with 12 expected in November. • The Sport England Active People Survey results Increased participation of adults in at least 1x30mins of SPA from 10.5 to 13% - Sport England are presenting this differently and now its based on – adults 14 + that take part in sport at least once a week, Swale is at 35.4% compared to the national figure of 36.7% Number of physically active adults doing 5x30mins of SPA from 11.5 to 13% - Currently at 11.1% restrictions on time and cost of maintaining this high level of activity.
Recommendations	<ul style="list-style-type: none"> • The priority remains a key driver for the work of the Council and partners in regards to SPA, no change but flexibility with the results and reporting from Sport England needs to be built in to accommodate alterations made at a national level.

2. Encourage active and healthier lives through regular participation in sport and physical activity	
Achievements	<ul style="list-style-type: none"> • Re-established the Active Swale network in line with the new 'Enabling and Facilitating' role of the Council, two events have been hosted to bring clubs and organisations together to champion the role and benefits that a more active life has. • The Council promoted and participated in the national Healthy Living Week with a full week long programme of activities and opportunities for staff to get involved. • Using successful Lottery and Sport England grant to link SPA with the health prevention work of the Kent Community Health (NHS) Trust (KCHT). • Provided support for partners to engage with the Sportivate Sport England funding to provide activities in the borough with two successful bids bringing an estimate £4500 to Swale.
Future plans	<ul style="list-style-type: none"> • Create stronger links with SPA and the 'Healthy Living Week'; developing stronger connections with the Health & wellbeing Board and Clinical Commissioning Groups and the SPA of the Council and its partners. • Manage the Health trainer project to provide health interventions for inactive residents collating data to prove the health trainer project is making an impact to activity levels • Continue to engage with Sport England and their local County Sport Partnership (Kent Sport) to increase the number of applications to funding streams.
Performance indicators / Success measures	<ul style="list-style-type: none"> • The Sport England Active People Survey results Decreased number of adults that do zero days activity from 51.9 to 49.4% - currently the APS 6/7 has Swale at 50.4%. • Halted child obesity rates at 18.1% - the Public Health figures have Swale at 19.5%, this is a County wide issue and has been identified within the Kent Health & Wellbeing Strategy as one of the main priorities with the Swale Health & Wellbeing Board tackling this locally. • Halted Adult obesity rates at 30.2% - the Public Health figures have Swale at 28%
Recommendations	<ul style="list-style-type: none"> • Collect data to enable an objective assessment of the impact the partnership between the Council and the KCHT in respect of the Health Trainer project in Swale. • The priority remains a key driver for the work of the Council and partners in regards to SPA, no change but flexibility with the results and reporting from Sport England needs to be built in to accommodate alterations made at a national level.

3. Provide accessible, affordable and good quality facilities and places to participate in sport and physical activity	
Achievements	<ul style="list-style-type: none"> Continued management of the contract with Swale Community Leisure Ltd (SCLL) to run facilities in Sittingbourne and Sheerness, increasing their capacity for community engagement and appointing an Executive officer. Overseen the transfer of playing pitches and related buildings to community groups with leases ranging from 25 to 125 years, with one completed and three waiting approval in 2014/15. Provide support for SPA clubs & organisations to bid for external funding - £76k from the Sport England CSAF; £4k from the Sport England Sportivate fund; £9k from the KCC Capital Grants scheme The Health Trainer project has identified non-traditional SPA opportunities and delivery methods including Nordic Walking, seated Yoga and connecting with the Jobcentre Plus
Future Plans	<ul style="list-style-type: none"> Work with community groups and organisations to ensure that any facilities transferred under leases and contracts are maintained. Provide support for SPA clubs & organisations to bid for external funding Work in partnership with KCHT to continue to identify and encourage non-traditional SPA opportunities and delivery methods.
Performance indicators / Success measures	<ul style="list-style-type: none"> The Sport England Local Sport Profile data More organisations & sports clubs gaining and maintaining quality accreditations, currently there are 50 in Swale Quest has been maintained at leisure centres, with all centres achieving Good Green Flag and Heritage Flag awards achieved for the Oare Gunpowder Works Country Park Coastal Awards achieved for Sheerness, Leysdown and MinsterLeas Increased satisfaction in sport & leisure facilities from 49 to 54% - the 2013 Local Area perception Survey has satisfaction at 55%
Recommendations	<ul style="list-style-type: none"> The priority remains a key driver for the work of the Council and partners in regards to SPA, no change but flexibility with the results and reporting from Sport England needs to be built in to accommodate alterations made at a national level.

4. Enable opportunities to develop skills, learning and achieve potential through sport and physical activity	
Achievements	<ul style="list-style-type: none"> • The SPA grants are available for clubs and organisations to increase participation and upskill members to increase participation. • Support the Swale Youth Development Fund to provide grants for young people with talent £3690 • Secured CSAF grant to Health trainer project has incorporated funds to train the health trainer and identified volunteers to lead activities with support of the health trainer. • Promoted the generic training courses offered by the KCC SPA service to the network in Swale with 47 residents attending courses; piloted the Sainsbury's Active Kids programme on the Isle of Sheppey with the KCC SPA providing 13 residents with support and ideas to provide activities for disabled young people. • Linked with Charlton Athletic Community Trust (CACT) & the PCSO to develop their outreach programme in Sheerness, Minster, Leysdown and Queenborough, engaging with 48 young people.
Future Plans	<ul style="list-style-type: none"> • Promote and prove the need for SPA grant scheme. • Provide a grant and the administration support to distribute funds to successful applicants, promoting the work of the fund throughout the SPA network. • Work with the health trainer to determine the SPA courses required i.e. Nordic Walking leaders, to upskill the project lead and volunteers to increase activity provision. • Promoting courses and supporting clubs and organisations to find the courses they need to provide safe and suitable activities. • Develop a Borough wide programme with CACT to replicate the successful activities on the Isle of Sheppey, supporting a bid for funding through the Sport England 'Sportivate' programme. • Link with NGB volunteer programmes and encourage support within Swale BC and the wider communities i.e. NatWest Cricket and Rugby Force
Performance indicators / Success measures	<ul style="list-style-type: none"> • Linking with Local and National programmes to encourage volunteer opportunities – Sport England – Sport Makers programme ended 2013 but in the last year 46 residents were added database in 2012/13. Kent Sport still manages this database and is waiting for news of any developments with the programme. • KCC Kent eVent Volunteers scheme – funding runs out in 2014 but 27 residents were added to the database in 2012/13, Kent Sport will manage this database and we await news of the next phase.
Recommendations	<ul style="list-style-type: none"> • The priority remains a key driver for the work of the Council and partners in regards to SPA, no change but flexibility with the results and reporting from Sport England needs to be built in to accommodate alterations made at a national level.

5. Work with the voluntary and community sector (VCS) and education sector to be more involved and increase participation in sport and physical activity	
Achievements	<ul style="list-style-type: none"> • Provide a free service via the Swale CVS to help search funding providers for individuals, clubs and organisations. • Established an E:Bulletin for the Active Swale network to help 'Enable and Facilitate' SPA. • Establishing networking sessions for the SPA network to share and receive information. • Provides local intelligence for County and National programmes through KCC Kent Sport, consulted with schools to provide information for the Sport England Satellite Club Programme to help develop community club links with schools.
Future Plans	<ul style="list-style-type: none"> • Continue to promote and work with Swale CVS to offer the grant finder tool to clubs & organisations. • Manage the relationship with Kent Sport to increase the opportunities coming to the Borough i.e. the Sport England Satellite Club programme creating links and provide funding for schools and Community groups to work together. • Expand the distribution of the E:Bulletin both internally and externally. • Develop the networking sessions that have already helped bring Heads of PE and the SGO role into contact with the SPA. • Oversee the Satellite Club programme to ensure the Borough is successful in encouraging community club links with schools.
Performance indicators / Success measures	<ul style="list-style-type: none"> • To Increase the number of voluntary clubs and organisations connected with the Active Swale Network from 140 • The Sport England Active People Survey results More adults regularly volunteering to deliver SPA at least an hour a week from 6.2 to 8% - APS 8 – 2012/13 has the figure at 3.2%,
Recommendations	<ul style="list-style-type: none"> • The priority remains a key driver for the work of the Council and partners in regards to SPA, no change but flexibility with the results and reporting from Sport England needs to be built in to accommodate alterations made at a national level.

6. Raise the profile and recognition of sport and physical activity in contributing to wider outcomes.	
Achievements	<ul style="list-style-type: none"> • Employed a Community (spa) Officer for SPA to 'Enable and Facilitate' within the SPA network and wider community. • The Active Swale website has been cleaned with a basic update of the content. • The Twitter account @activeswale has now been set up, with regular social media reviews undertaken to identify other tools that can be used to. • Developed a programme of network meetings and communication tools to provide a focal point for the clubs and organisations.
Future Plans	<ul style="list-style-type: none"> • Work with the Active Swale Network to provide the Community (SPA) Officer with grass root knowledge and support. • Review of the website with the network and develop to promote the benefits of SPA. • Continue to develop social media presence. • Provide regular networking opportunities for the network
Performance indicators / Success measures	<ul style="list-style-type: none"> • Maintain and increase the number of professional or public sector partner organisations connected with the Active Swale Network, currently 55 • Monitor and increase the visits to the Active Swale website from 200, based on 220 March 2014 • Increase the number of followers and interaction on Twitter established in April 2014, 85 as of October 2014
Recommendations	<ul style="list-style-type: none"> • The priority remains a key driver for the work of the Council and partners in regards to SPA, no change but flexibility with the results and reporting from Sport England needs to be built in to accommodate alterations made at a national level.

3 Proposals

- 3.1 The Committee is asked to consider the report and recommend any changes to the Framework and review of the targets in line with Sport England key indicators that it wishes the Cabinet Member to consider.

4 Alternative Options

- 4.1 To not continue to work within the priorities identified within the SPAFS that was adopted in 2012, this is not recommended as the Performance Indicators (PI's) and Success Measures that were identified during the consultation and setting of the work programme of the officer are still relevant to SPA. The Framework has guided the work of the Community (SPA) Officer since the appointment in January 2014 and is seen both locally by the KCC Kent Sport & Physical Activity Service and nationally with Sport England as an example of good practice.

5 Consultation Undertaken or Proposed

- 5.1 The review was undertaken by Continuum Sport & Leisure Ltd in 2011 with the public consultation in 2012 to build a robust picture of the SPA network in Swale.
- 5.2 It is intended to utilise the Active Swale Network to provide regular feedback from partners as to the direction and any significant alterations that may need to be made during the time period (2012-2017) that the framework is live.

6 Implications

Issue	Implications
Corporate Plan	This strategy sets out how increasing participation in SPA will contribute to the Localism Corporate Priority.
Financial, Resource and Property	The delivery of the priorities within the framework will be largely delivered by existing resources within the Economy and Community Services team, in conjunction with partner agencies.
Legal and Statutory	Raising awareness of the importance of policies within any governing body to ensure clubs and organisations provide safe activities.
Crime and Disorder	Increasing opportunities for participation will provide divertery opportunities that will engage residents in socially acceptable activities.
Sustainability	Support for voluntary clubs and organisations will enable the volunteer officers to help sustain their club or organisation.
Health and Wellbeing	Increased activity within the inactive residents will have an impact on the individual's health and wellbeing; the health trainer project will provide the opportunity to work with the non-traditional SPA sector. The Framework will aim to increase awareness and opportunities amongst the staff within the Council (and other organisations) that increasing activity participation will have a positive effect on their health & wellbeing.

Risk Management and Health and Safety	None identified at this point.
Equality and Diversity	<p>This framework sets out how increasing participation will contribute to the Localism agenda.</p> <p>Increasing participation can support local community-based clubs & organisations to manage assets and services. These organisations are led by volunteers and require a pool of people with suitable expertise to be able to deliver what is required by the community.</p> <p>Volunteering by residents can also increase their employability through skill and knowledge development, which could in turn lead to reductions in unemployed numbers within the borough.</p> <p>Increase access and opportunities for the key target group of inactive residents in areas of need that want to make a lifestyle change.</p>

7 Appendices

7.1 None

8 Background Papers

- Swale Borough Council
Move Ourselves – A Sport & Physical Activity Framework for Swale 2012 - 17
<http://www.swale.gov.uk/spa-framework>

POLICY DEVELOPMENT AND REVIEW COMMITTEE - FORWARD LOOK

Policy, plan or strategy	19-Nov	14 Jan	25 Feb	18-Mar	27-May
Communications Strategy (reviewed 8 July 2014)					
Corporate plan (reviewed 8 July 2014)					
Community Asset Transfer Policy (reviewed 3 September 2014)					
Volunteering Strategy (reviewed 3 September 2014)					
Planning Enforcement Strategy and Service Charter			√		
Domestic Refuse and Recycling Collection Policy and Procedures		√			
Local First	√				
Sports Development Framework	√				
Discretionary Housing Policy		√			
Corporate Equalities Strategy		√			
Economic Development Strategy		?			
Community Safety Strategy		√			
Play, tree and cemetery policies				?	?

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